

**To: Leadership Board**

**On: 16 September 2020**

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**Report by: Chief Officer, Renfrewshire Health and Social Care Partnership**

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**Heading: Adult Social Work Service Update**

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## **1. Summary**

- 1.1 This report provides an update to the Leadership Board with a summary of the impact of the COVID-19 pandemic and outlines the key priorities and areas of risk identified over the next few months by the Health and Social care Partnership.
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## **2. Recommendations**

- 2.1 It is recommended that the Leadership Board notes the content of this report.
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## **3. Background**

- 3.1 The Partnership recognises the significant impact that the pandemic has had on individuals, families, carers and our communities - of those who have sadly died, who have struggled through isolation, have lost their income or have had their health and wellbeing impacted through this crisis. The effects are far-reaching, and long term impacts cannot be underestimated.
- 3.2 In March 2020, working closely with partners, Renfrewshire Health and Social Care Partnership moved to respond to the emerging coronavirus pandemic, protecting and supporting our employees and communities, and particularly vulnerable people across the area.
- 3.3 In responding to the pandemic, staff across the Health and Social Care Partnership (HSCP) have shown great commitment and resilience during these challenging times, delivering essential services, volunteering to support frontline services and helping others to remain safe at home. sincere thanks go to them for their continued support to the citizens of Renfrewshire.

- 3.4 In order to ensure effective decision-making and governance, the Emergencies Board was convened on 20 March 2020 and has received regular updates on the different workstreams established to support Renfrewshire throughout the crisis, highlighting the humanitarian response, reviewing the available data showing the impact on Renfrewshire's people and considering how we can restart services, recover and renew. Detailed reports were also presented to the Council on 25 June 2020. Regular reports have also been provided by the Chief Officer to the Integration Joint Board.
- 3.5 This report is therefore not intended to provide granular detail of the response, it is to give a broad overview of the key areas impacted by the COVID-19 crisis – the service areas paused and restarted, the particular areas of focus now and in the near future and any specific risks and priorities.
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#### **4. HSCP Operational Services Update**

- 4.1 The challenges faced by the HSCP during the pandemic are unprecedented including:
- The need to rapidly change service provision across health and social care, and ensuring alternative supports are in place to support those with critical needs or in crisis;
  - Maintaining service provision through high levels of absence as a result of staff stepped back due to underlying health conditions and instances of self-isolation as a result of COVID-19;
  - Sourcing and supplying adequate levels of PPE to keep staff safe and to support unpaid carers and providers;
  - Continuing to work with care homes in Renfrewshire to provide enhanced support and oversight throughout the pandemic;
  - The need to quickly set up and deliver 'new' services through the Renfrewshire COVID-19 Assessment Centre, medicines delivery to those shielding and vulnerable, and implementing the enhanced care home testing regime; and
  - The ongoing financial impact of COVID-19, which continues to be monitored regularly.
  - The commitment of staff in responding to these challenges has been exceptional and it is recognised that an ongoing challenge will be that staff are now tired and may suffer anxiety, stress or PTSD as a result of their experiences. Their health and wellbeing will be at the centre of recovery and renewal plans.
- 4.2 This required the Partnership to remain flexible and ready to adapt to the changing needs of local people and requirements of the Scottish Government. Throughout the period of the pandemic a range of key legislative and policy changes have been enacted. Whilst understanding of the impact of the virus on populations was continuing to develop during the pandemic the frequency, volume and various dissemination routes for detailed guidance has been challenging for all services to ensure they are fully updated and compliant.
- 4.3 In order to ensure effective decision-making and governance, detailed reports were provided to the Emergencies Board and the Integration Joint Board.

### *Testing*

- 4.4 All staff in older adult care homes continue to be tested weekly through the Government's Social Care Portal. Staff in the HSCP's three Adult Care Homes are tested weekly through the NHSGGC Central Hub. Any staff member who tests positive through the Government's Social Care Portal are retested by the local HSCP team. To date, all repeat tests have been negative.
- 4.5 Symptomatic residents continue to be tested through the HSCP Hub. The Hub also carries out all care home pre-admission tests, with support from the Care Home Liaison Team, and all tests for symptomatic housebound patients, with support from the District Nursing Team. No care homes have reported residents with symptoms of COVID-19 or reported as symptomatic or confirmed since 19th June 2020.
- 4.6 Regular testing also continues for staff in Mental Health wards to help protect the most vulnerable, in particular those over 65 and who have stays of longer than three months. Within Renfrewshire this incorporates five wards, including four Older People Mental Health wards and our longer stay Mental Health Rehabilitation ward.

### *PPE*

- 4.7 There continues to be sufficient supplies of personal protective equipment (PPE) provided by the National Distribution Centre for both social and health care to support the current service profile in the HSCP. Services reiterate the importance of appropriate PPE use and social distancing with staff across all services. The HSCP also continues to provide PPE supplies directly to commissioned care home and home care services, however it is important to recognise that the commissioned providers are responsible for the provision of PPE for their own services.

### *Care Home and Extra Care Housing Visiting*

- 4.8 Elected members will be aware that further relaxations of lockdown rules and guidelines for visiting arrangements to older people's care homes have been announced recently in line with Scottish Government's route map to recovery. Detailed guidance has been issued to support a phased increase to the level of visiting to care home residents, for both outdoor and indoor visits and also the re-introduction of health care services to homes.
- 4.9 Outdoor visits have been extended to three individuals at a time, from no more than two households, with the same frequency as before – thirty minute visit, once per week. The safeguards and conditions that require to be met for this to happen remain unchanged.
- 4.10 For indoor visiting to residents to take place, the guidelines state that care homes require to submit a visiting protocol and risk assessment. Each care home's plan for indoor visits requires to be signed off by the Health Board's Director of Public Health or their designated lead who will, in considering each plan, need to take account of the COVID context and prevalence within the respective area prior to approval. In Renfrewshire, the HSCP Oversight Group is working across our local care home sector, alongside public health, to safely introduce visiting in line with guidance. However, at the time of writing, the Director of Public Health has paused indoor visiting to all care homes in the Greater Glasgow and Clyde area due to the increasing numbers of Covid-19 infections. This decision will be kept under review.

- 4.11 Within Renfrewshire a decision was taken in March to align the care and support within the extra care services to the care homes, including the use of PPE and visiting. This sector is not formally covered by the national guidance or the NHS Greater Glasgow and Clyde local guidance which is focused on older peoples care homes. It is important to understand that the residents within extra care have high levels of need and are vulnerable in terms of the impact of the virus. However, they are also tenants living in their own homes. A risk assessment has been carried out for each establishment with a view to moving to indoor visiting in addition to the existing external visits but unlike the care homes this does not require agreement from Public Health. A review of the proposed risk assessment and visiting protocols is being carried out with the service through the District Nursing leads. Further work is now also taking place with the housing providers to support the operation of the tenancies and the care support services.

*Respite and Day Services: Older People and Learning Disability Services*

- 4.12 Detailed guidance in relation to the operation of residential respite and buildings based day care services has been issued. There is acknowledgement within the guidance that a 'one size fits all' approach will not work for these varied services which operate across all the care groups. The guidance further notes that it may take some time for services to re start or there may be changes to the offer of service to comply with social distancing. Work within older people and learning disability services has been taking place in preparation for a stepped approach to the wider reintroduction of these services. Services have continued to be provided to people with the most critical level of need throughout the period since March 2020 including respite and outreach services supporting people in their own homes. It is unlikely that all day services will be able to reopen fully or to offer the previous range of services due to restrictions in the numbers of people able to attend at any one time in the near future. Services have maintained contact with people attending and will continue to work with them and their family members or unpaid carers to provide support.

4.13 **Community Health and Wellbeing**

*Strategic Planning Group*

- 4.14 Over the summer period, the HSCP's Strategic Planning Group has met twice to recommence work on the development of a strand of work seeking to support the improvement of health and wellbeing in communities across Renfrewshire. This forms a key strand of the HSCP's approach to recovery and renewal, described further in Section 5. These sessions have revisited previously discussed priority areas of action and have confirmed that existing priorities remain valid and have been reinforced by the COVID-19 pandemic. Consequently, the following priorities have now been agreed and will form the focus of this health and wellbeing strand:
- Loneliness and social isolation;
  - Lower-level mental health and wellbeing, including bereavement support;
  - Housing as a health issue;
  - Inequalities;
  - Early years and vulnerable families, including a focus on child poverty;
  - Healthy and active living; and
  - Collaborating for greater impact, including aspects such as communications, capacity building, funding, and linkages with other fora.

- 4.15 Discussions to date have been highly collaborative with all partners showing clear commitment and enthusiasm for working together to address these priority areas, and lead organisations have been identified to convene discussions on the identification of (i) the three most important outcomes that need to be addressed in relation to each priority; and (ii) to identify any additional factors or areas of work outwith the control of the SPG but which partners want to use our collective voice at different fora to influence.
- 4.16 The group has also considered the content of a Terms of Reference to underpin this joint working, and to key criteria and required processes for identifying and selecting community-led projects which align with these priorities. Discussions have also taken place with third sector partners on the development of a Memorandum of Understanding (MoU) to underpin the principles within which we will work together.

#### **Champion for Strategic Planning Group focus on Loneliness and Isolation**

- 4.17 Loneliness and social isolation were identified as a key theme in Renfrewshire's Health and Wellbeing Survey of 2017/18. In response the Strategic Planning Group (SPG) recognised this as a priority area and established a Short Life Working Group which explored how we best address this issue and made recommendations on next steps.
- 4.18 Following these recommendations, the IJB and Community Planning Partnership agreed that the SPG will lead a Renfrewshire wide response to this agenda. A Connectedness Delivery Group was formed earlier this year to progress the review's recommendations. Due to COVID-19, the specific work of the group was paused to enable all partner's to focus on their response to the pandemic however loneliness and social isolation has remained a key theme for the HSCP and partners throughout this phase, reflecting the exacerbating impact the crisis has had on the vulnerable and isolated in our community. Examples include the delivery of the Vulnerability Helpline, described further below, and work to develop the neighbourhood hubs across Renfrewshire.
- 4.19 As noted above in paragraphs 4.14 to 4.16, the Strategic Planning Group has recommenced work to develop a Renfrewshire-wide approach to improving health and wellbeing, including a continued focus on loneliness and social isolation. In aid of this, Councillor Jacqueline Cameron, Chair of the IJB, has agreed to take on the role of Loneliness and Social Isolation champion, to support ongoing awareness raising of these challenges across Renfrewshire and promote work developed by partners to address them.

#### ***Renfrewshire Bereavement Network***

- 4.20 Sadly, we know that many more people than normal have lost loved ones or are experiencing levels of grief or hardship that were not anticipated only months ago. In response, local organisations have come together to pilot a new grief and bereavement service for families in Renfrewshire.
- 4.21 The group of organisations, known as the Renfrewshire Bereavement Network, includes local hospices Accord and St. Vincent's, as well as the HSCP and Recovery Across Mental Health (RAMH). Discussions are also scheduled with Renfrewshire Council. Collectively, the network aims to provide support to anyone in the Renfrewshire area who is experiencing loss or dealing with grief - by offering access to the most appropriate advice, guidance and counselling available – from a single point of access. This access is for those over 16 and includes residents, those

employed within Health and Social Care in Renfrewshire, and Renfrewshire Council employees. Contracts from or regarding children will be appropriately signposted.

- 4.22 People who need support will be able to contact a new helpline where they can discuss the help they need. After an assessment, staff who have been trained to manage calls, will aim to make sure they receive the most appropriate support for their individual circumstances.
- 4.23 The project launched on 17 August 2020 and is initially scheduled to run for a six-month period. Following a review of the pilot, there is potential for the service to continue beyond the initial period to become a more permanent feature.

#### *Hear? for You Helpline*

- 4.24 As part of the initial COVID-19 response phase, Renfrewshire HSCP worked with Recovery Across Mental Health (RAMH) to implement a helpline facility for vulnerable individuals looking for support with their mental health. Individuals were referred to RAMH having contacted Renfrewshire Council for support.
- 4.25 In anticipation of an increase in mental ill-health in the next year, from the week commencing 24 August, this service has been extended to provide a free, direct access telephone support line ('Hear for You') in partnership with RAMH, to help people talk about how they are feeling during the COVID-19 pandemic.
- 4.26 This support line will enable as many people as possible to get in touch without cost. Trained and experienced staff will be on hand to offer a supportive ear and will be able to assist by putting people in touch with resources, information and additional assistance through, for example, statutory services and the bereavement network.

#### *Implementation of a Mental Health and Wellbeing Steering Group*

- 4.27 The services being developed as described above highlights the view of the HSCP and partner organisations that mental health and wellbeing support will be a critical strand of activity over the next 12 months and beyond, reflecting the expected increase in mental ill-health caused by the COVID-19 pandemic and the spectrum of experiences and impacts it has and will have.
- 4.28 To ensure that the provision of mental health and wellbeing supported meets future needs and demand for the people of Renfrewshire, a Mental Health and Wellbeing Steering Group is currently being implemented, to identify and review all current internal and external support provided in this context, including the new areas of provision outlined in this paper and also including Doing Well, the RAMH First Crisis and Hear for You Helplines, the Renfrewshire Bereavement Network and other community support. Linkages with the wider role of the Neighbourhood Hubs and Community Link Workers will also be considered.
- 4.29 This steering group will seek to create a support framework for the next 12 months and beyond to ensure that mental health and wellbeing support is holistic, has an improved customer experience and benefits from reduced silo working as a result of clear pathways, referrals and linkages between all support services.
- 4.30 The group will also consider the possible benefits of a single tender or commissioning approach which brings together these strands of activity and encourage more collaboration amongst partners and community provision. These considerations will

have clear linkages with the community-led health and wellbeing work being undertaken by the Strategic Planning Group, and these will be actively managed and maximised wherever possible.

- 4.31 The steering group described above will focus on the necessary support framework for adults with mental ill-health. In addition, the HSCP is convening a meeting with Children's Services partners within Renfrewshire Council to consider current and planned provision of Children's Mental Health support programmes and identify any remaining gaps in the support available which can be prioritised for action in the next 12 months.

#### *Recovery Hub*

- 4.32. The HSCP continues to work with a range of key partners to enhance recovery opportunities in Renfrewshire as part of the implementation phase of the Review of Alcohol and Drug Services. One of the key achievements is the provision of a Recovery Hub, which will offer a unique opportunity for individuals affected by drugs and alcohol and/or mental health to access dedicated support to enhance their recovery.
- 4.33. Refurbishment works at the recovery hub site were placed on hold in March in line with lockdown guidelines but recommenced at the beginning of August Alcohol and Drug Recovery and Mental Health Services have used this time to continue to plan for the opening of the hub by liaising with partners and communities to gather their needs and ideas and to begin to develop a programme of recovery activity. The Recovery Manager post is currently out for recruitment.

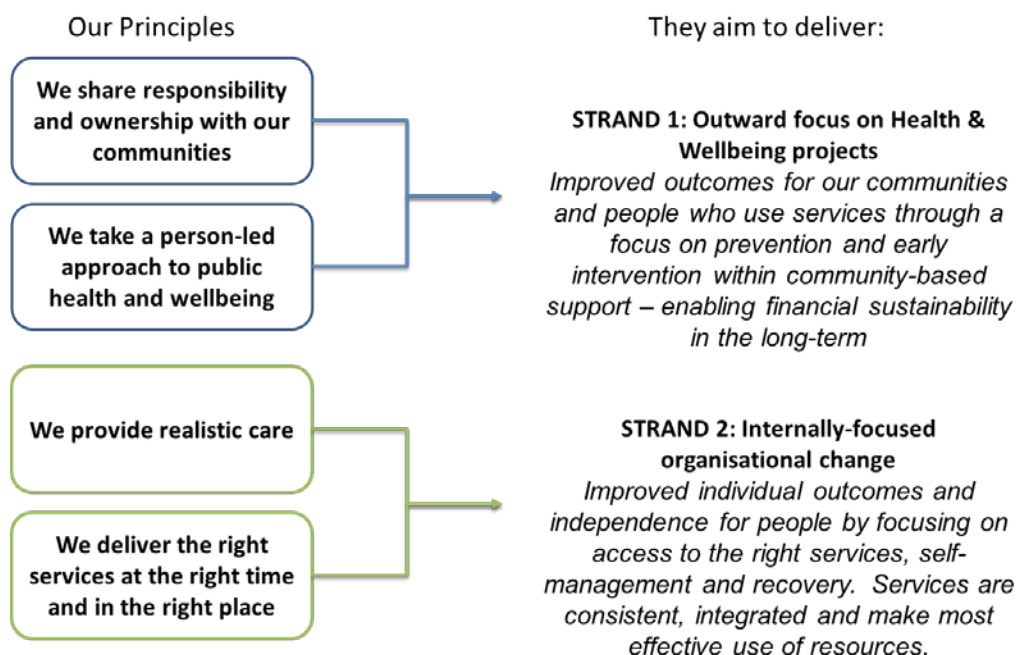
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## **5. Recovery and renewal**

- 5.1. The HSCP's recovery and renewal planning is being led by clear objectives which have been agreed across the health and social care system but also reflect the local context in Renfrewshire. NHS Scotland has set out a number of objectives in their 'Re-mobilise, Recover and Re-design' framework. The HSCP's planning approach has been developed to reflect these such that:
- Services will be resilient and flexible to rapidly changing circumstances;
  - Services are re-established where appropriate and safe to do so, reflecting population needs and changing demand;
  - Planning will understand the impact of changes made to inform future decisions;
  - Services will be focused on supporting people to recover, including a focus on mental health and wellbeing for people and staff;
  - Approaches developed will improve population health and reduce inequalities, embedding preventative and early intervention approaches;
  - Future models of delivering health and social care will build on evidence showing the effectiveness of new ways of working and will be designed collaboratively with staff, service users and patients, carers and partner organisations; and
  - Innovation and digital technology will be embedded in future delivery models.

- 5.2 Robust governance arrangements have been put in place, consisting of the HSCP senior management team, the HSCP's communications lead and representatives from the staff partnership to form the recovery and renewal steering group. These arrangements represent an evolution of the Local Management Response Team arrangements put in place during the initial response phase. In addition, the HSCP is participating and contributing to the recovery planning governance structures put in place by Renfrewshire Council through the health and social care recovery planning workstream, and across NHS Greater Glasgow and Clyde through the Strategic Executive Group and supporting recovery tactical group within the Board's COVID-19 governance model.
- 5.3 Based on the Scottish Government's route map, the HSCP has developed a phased approach to inform recovery and renewal planning taking into consideration various aspects including: easing of lockdown and physical distancing; the role of new services such as the COVID assessment centres; the roll out of Test and Protect processes; and, the impact of changing circumstances on demand for health and social care services. It is likely that the existing response and next recovery and renewal phases will overlap for some time.
- 5.4 HSCP services continue to develop and implement recovery plans looking across all route map phases, ensuring they align with national guidance and reflect cross-NHS Greater Glasgow and Clyde planning where necessary. These plans are necessarily iterative and have been designed to maintain flexibility whilst considering whether changes made during the COVID response:
- Should revert to the pre-COVID approach at an appropriate time;
  - Should be maintained as they are working well, and they are required to meet national guidance;
  - Should be adapted to reflect changing circumstances or needs of service users/patients, particularly where the initial response is only suitable for a period;
  - Should be stopped at an appropriate point, of particular consideration where new services have been implemented to support the response.
- 5.5. These considerations will reflect the guiding principles of the HSCP's approach to delivering transformation through recovery and renewal, and the wider financial context of the HSCP. These principles, along with the strands of work which they form are:





- 5.6. It is also critical that emerging plans seek to build on the renewed sense of community support evident in many neighbourhoods and recognise the fundamental changes which have occurred in the way in which services are delivered, and the new environment in which the HSCP operates.
- 5.7. The HSCP also considers that there is an opportunity to take a needs-led approach in coming weeks and months which builds on the benefits provided through application of new technologies; determines how best early intervention and preventative approaches can be embedded within communities; and refocuses on individual self-management and recovery.
- 5.8. Alongside the above recovery and renewal work, the HSCP's Health Improvement Team continues to support the delivery of NHS GGC's Test and Protect programme. This has been identified as a priority area of focus, recognising the importance of Test and Protect in maintaining low rates of infection. This input has currently been extended to October and may extend further.

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## 6. Key priorities and risks

- 6.1 The HSCP recognises that the response to COVID will continue for several months into 2021 and will overlap with continuous activity undertaken to recover from the impact of the pandemic, and the restart of transformational activity as part of renewal. In doing so, the HSCP's priorities are to embed resilience and flexibility within services to ensure the ability to rapidly respond to changing circumstances and future possible peaks of infection alongside recovery activity. The key objectives outlined above in paragraph 5.1 will remain central to this approach.
- 6.2 The HSCP has taken a robust, risk assessed approach in their COVID response, with the main priority being to continue to protect the wellbeing of both our service users and staff despite the challenging circumstances. Risks identified will require ongoing management throughout future phases, and are considered to include:



The need for **continued physical distancing**, and the impact this will have on **building use and occupation**



**Demand, whether new, changing or 'pent-up'** (in particular loneliness, isolation and mental health) could have significant impacts on aspects of service provision and the targeting of resources



**Workforce risks** relating to anxiety, stress and absence (potentially as a result of Test and Protect self-isolations) may impact on service delivery; and skills gaps in the longer term



The **overall financial impact of COVID-19** is unknown, with additional uncertainty over the extent to which costs will be covered by Scottish Government



The **sustainability of external Care Home providers** where demand falls due to negative perceptions – limiting choice and potentially increasing delayed discharges



Potential **further peaks of infection** would require rapid return to the 'response' service models and place additional demand on staff and finances



The pandemic has exposed and **exacerbated deep-rooted health and social inequalities**, with impact felt more deeply by those in poverty



The sourcing of PPE is currently stable however it is expected that **demand for PPE will increase significantly** as services restart

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## 7. Finance

- 7.1. Throughout COVID-19, the HSCP has closely monitored the incurred and expected financial impact of the partnership's response to the pandemic. This has included the development and monitoring of detailed mobilisation plans and the completion of a financial tracker, currently submitted to the Scottish Government on a monthly basis. The IJB have also been kept updated on the developing financial context. A summary of the financial impact of COVID-19 was provided to the IJB in July. This summary set out the costs incurred to date and estimated future costs. At the time of the July update, £2.36m additional funding had been allocated by the Scottish Government to Renfrewshire IJB to assist in funding our response to the COVID-19 emergency.
  - 7.2. On 3 August, the Cabinet Secretary for Health and Sport announced an additional tranche of funding up to £50m to meet reported and ongoing costs. This additional funding is subject to the ongoing provision of evidence and assurance from the IJB in respect of actual expenditure, which the HSCP continues to provide through monthly financial tracker updates to the Scottish Government.
  - 7.3. To date, £25m of this funding has been allocated on the same basis as the initial £50m provided. This equates to £0.834m for Renfrewshire IJB, which once received will bring total additional funding from Scottish Government to £3.194m. The estimated overall cost of COVID is currently £25.417m, resulting in a current funding gap of £22.223m.
  - 7.4. In addition, it was confirmed by the Cabinet Secretary that the principles for social care sustainability payments to providers have been extended by two months until the end of September. The financial implications of this extension are currently being assessed by the HSCP. It is also noted that the potential for the period of the sustainability payments to be extended further beyond the end of September, and for related financial pressures to increase, remains.
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## **Implications of the Report**

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community & Council Planning** –

**Our Renfrewshire is thriving / Reshaping our place, our economy and our future** - the service is actively involved in Invest in Renfrewshire and Future Paisley.

**Our Renfrewshire is well** – the HSCP undertakes a critical role in improving health and wellbeing in Renfrewshire. Work being undertaken is identified in section 4 of the report.

4. **Legal** – None.
5. **Property/Assets** – None
6. **Information Technology** – None.
7. **Equality & Human Rights** – None
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – The risks are identified in section 6 of the report.
11. **Privacy Impact** – none.
12. **CoSLA Policy Position** – none
13. **Climate Risk** – none
14. **Fairer Scotland Duty** - none

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**List of Background Papers:** none

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**Author:** Frances Burns, Renfrewshire Health and Social Care Partnership  
David Fogg, Renfrewshire Health and Social Care Partnership  
Yvonne Farquhar, Chief Executive's Service

**e-mail:** [frances.burns@renfrewshire.gov.uk](mailto:frances.burns@renfrewshire.gov.uk)  
[david.fogg@renfrewshire.gov.uk](mailto:david.fogg@renfrewshire.gov.uk)  
[yvonne.farquhar@renfrewshire.gov.uk](mailto:yvonne.farquhar@renfrewshire.gov.uk)